2003 ICMA Conference

Changing Role of Technology in the Delivery of Public Services

Staffing into the Future

Presented by **Joe Adler**,

Director, Office of Human Resource, Montgomery County, Maryland

Mission Statement

To attract and recruit candidates for County departments and agencies that result in a highly motivated, well-qualified and diverse applicant pool.

Five interconnected strategies...

and

Leading edge HR innovations...

Blended into one forward
thinking approach…

equals…

A high performing organization!

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5 Strategies

- <u>Scrutinize</u> the efficacy of current recruitment infrastructure and systems
- <u>Chart</u> future and ongoing human capital needs
- <u>Market</u> aggressively
- <u>Integrate</u> traditional recruitment methods with forward-thinking enhancements and innovations
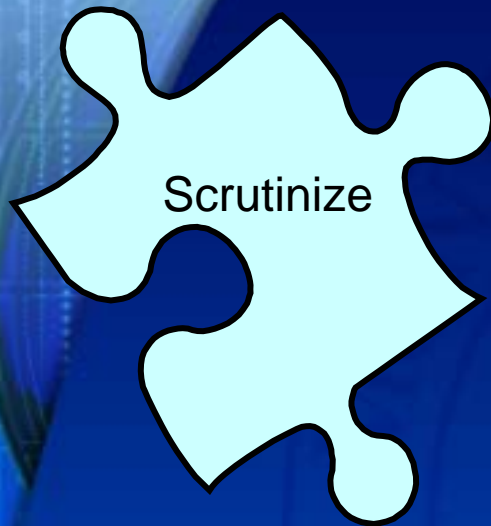- <u>Access</u> a diverse pool of applicants

Strategies

Scrutinize

Integrate

Market

Chart

Access

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Strategy

Scrutinize

Strategy #1

Scrutinize the efficacy of your organization's current recruitment infrastructure and systems.

Strategy

Use technology to help build an
HR infrastructure that is:

Immediate

Responsive

Fluid

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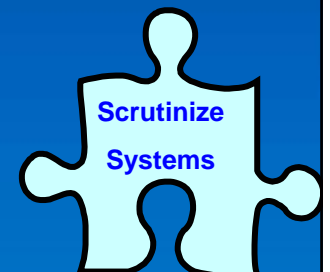
Strategy to Reality

Immediate

Immediate job posting

Shorter application periods

Open and Continuous Recruitments

Reduce turnaround time from application to hire
- Quicker screening process
  - Query ranking tools/Searches
  - Initial telephone interviews
- Process re-engineer
  - Eliminate unnecessary barriers for applying
  - Certify credentials at the end not at the beginning
 - Background investigations

Scrutinize Systems

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Strategy to Reality

Responsive

Notification and system integration

- Use "triggers" but follow-up w/ other communication

- New employee packets

- E-notify new opportunities

- Online application tracking systems

- Interface with Human Resource Information Systems (HRIS)

**Scrutinize Systems**
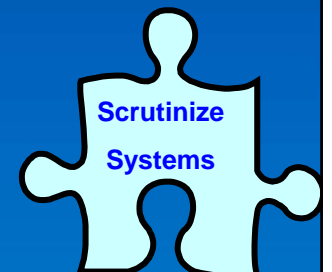
Strategy to Reality

Fluid

Allow necessary policy and legislative changes
- Remove "rule of three" or "rule of five"
- Open registers
- Relax residency requirements
- Shorter application periods

Create flexible systems that incorporate both decentralized and centralized processes

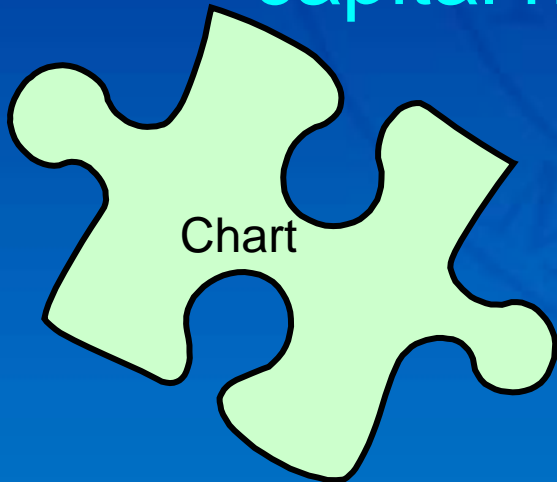Remove barriers to online submittals
- Automate status checks

Scrutinize Systems

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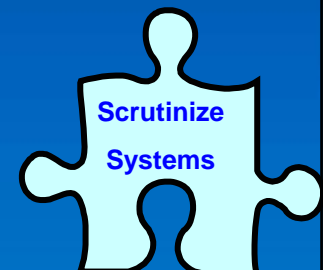
Strategy

Strategy #2

Chart your organization's future and ongoing human capital needs.

Chart

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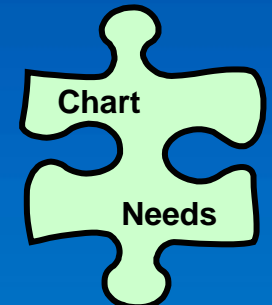# Strategy to Reality

Use technology to:

Develop a skills inventory

Manage succession planning

Identify employee development and training needs

Chart

Needs

Strategy

Strategy #3

Market aggressively.

Market

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Strategy to Reality

Product

Job Analyses

Market Trends

Corporate Environment

> Jobs

Promotion

Branding

Marketing Package

Multimedia

Presentation

Market Aggressively

Strategy to Reality

Go Montgomery "Branding"

Market Aggressively

Text Version

August 27, 2003

MONTGOMERYCOUNTY MARYLAND

montgomerycountymd.gov

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RESIDENTS   GOVERNMENT   BUSINESSES   CULTURE & LEISURE

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County Services
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Go to Your Future!
CAREERSMONTGOMERY
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Explore **career opportunities** with
Montgomery County Government.

Challenge   Opportunity   Satisfaction

Continue

Welcome to Montgomery County's gateway to a future in public service! This

page opens the door to exciting and rewarding opportunities for professional and
personal growth in a dynamic and progressive organization.

County professionals serve the community every day in a wide variety of careers -
as Police Officers, Firefighters, Nurses, Information Technology Specialists,
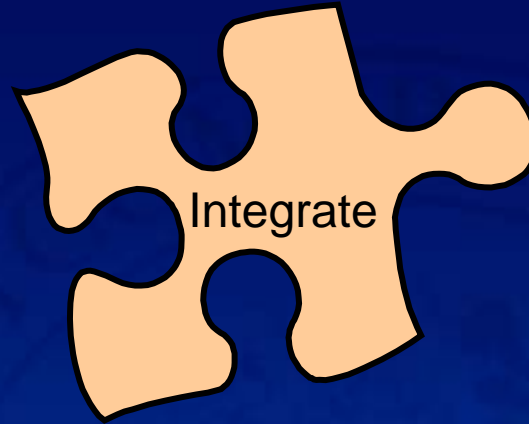Social Workers, Mechanics, managers and administrators, and more.

If you're looking for the chance to learn, grow, and make a contribution to the
community, go to your future with Montgomery County Government. You'll find
your choice of career opportunities, great benefits, an environment that welcomes

Integrate

Strategy #4

Integrate traditional recruitment methods with forward-thinking enhancements and innovations.

Strategy to Reality

Integrate

Traditional

Staffing Specialists

Regional media exposure

County website

Word of Mouth

Job announcement circulars or bulletins

Job Fairs

In house kiosks

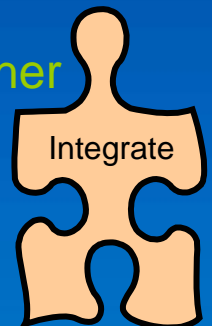### Enhancements/Innovations

Full Time Recruiters

National media

Commercial job sites

Communicate with associations

Targeted recruiting – GIS

Colleges, universities, other agencies

Integrate

Strategy #5

Access the most diverse pool of applicants available.

Access

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Strategy to Reality

To create a more
diverse applicant pool

Ensure <u>real</u> access to all
qualified persons

Applicant Access

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Strategy to Reality

Do that by:

- Meeting under-utilized populations where they are
- Bridging the gaps to new technologies
- Providing timely information
- Offering variety of options to apply

Community-based Computer Seminar

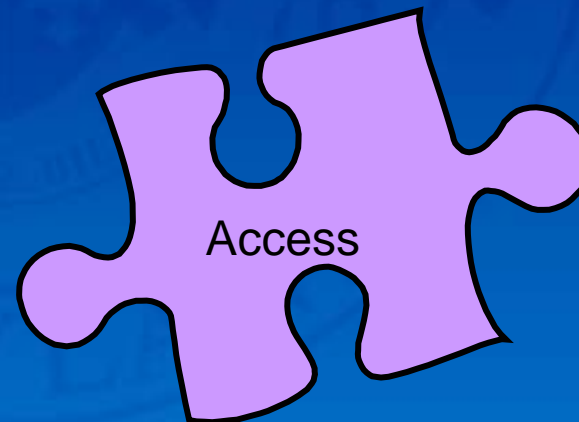2003 ICMA Conference
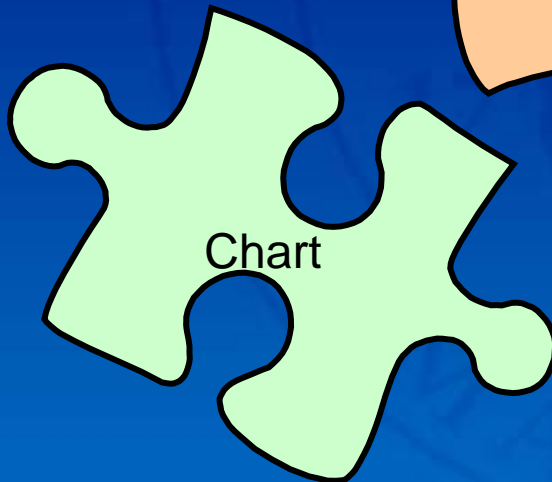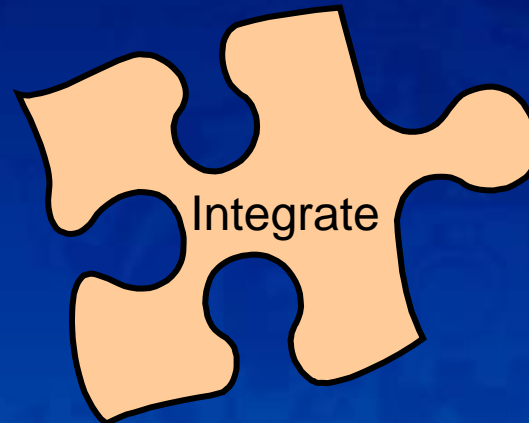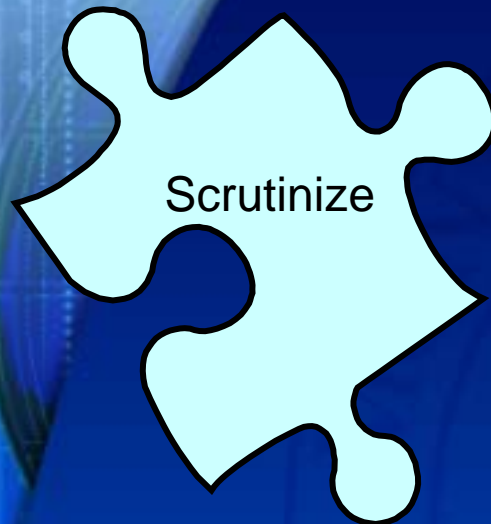ADVANCEMENTS IN INFORMATION TECHNOLOGY

Strategy to Reality

- Provide options for applying
  - Mail, drop off, online, email
  - Eliminate residency requirements
  - Public access computers/Kiosks
  - Develop partnerships with private sector and non-profit organizations
    - Community based training
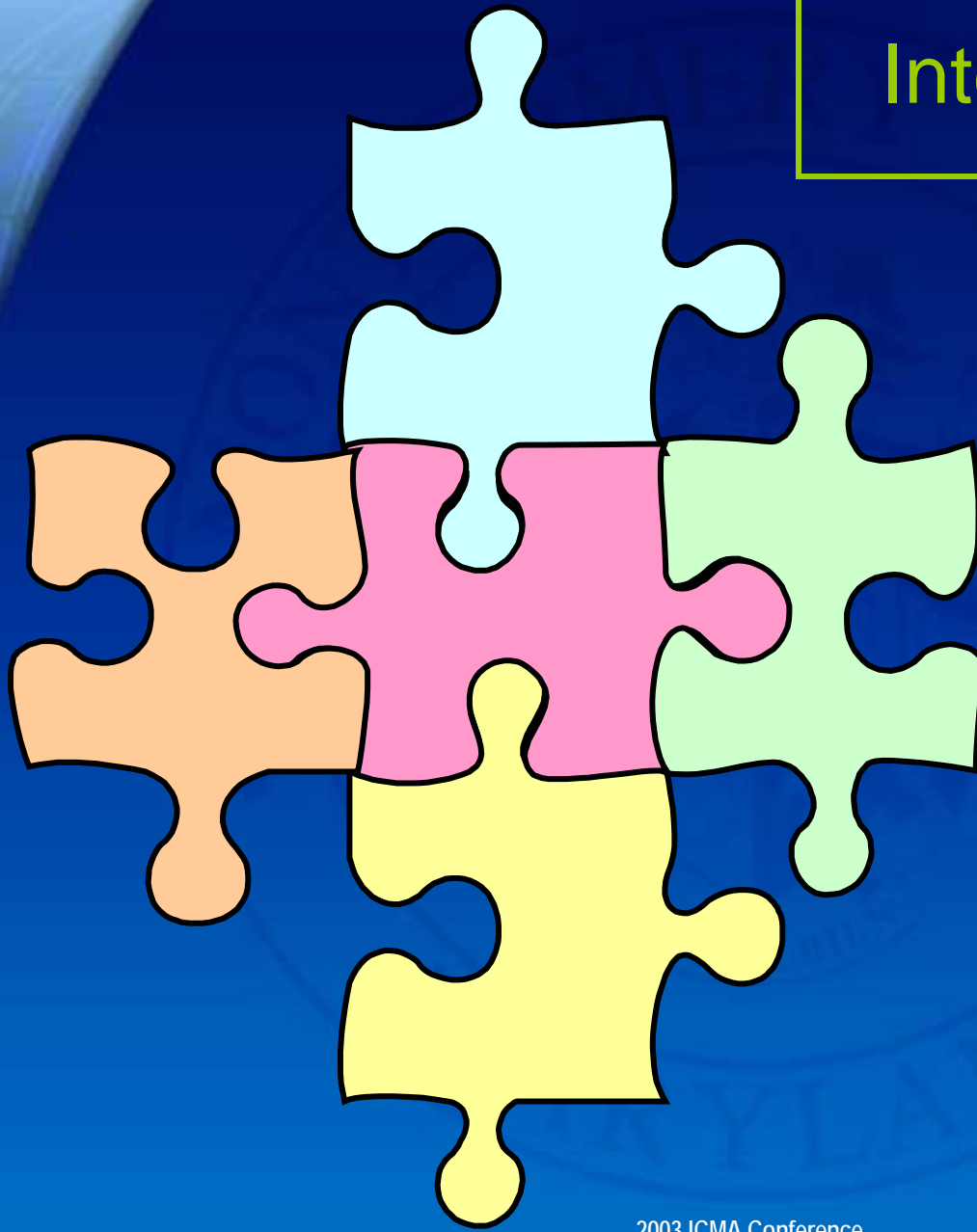   - Design access and content strategies

Apply for Jobs Online

5 Strategies

Scrutinize

Integrate

Market

Chart

Access

Integrated Approach

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Performance Success

Go to Your Future!

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Dividends

- Greater public access creates a more informed residents

- Larger, better qualified and more diverse applicant pools

- Reduced per-hire costs

- Lower printing costs by 64%

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Dividends

- Improved efficiency

- Improved responsiveness

- EEO reporting/Adverse Impact Analysis

- System Expansion

- Reduced Risks

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